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U.S. Department of Justice
Federal Prison System

Federal Prison System

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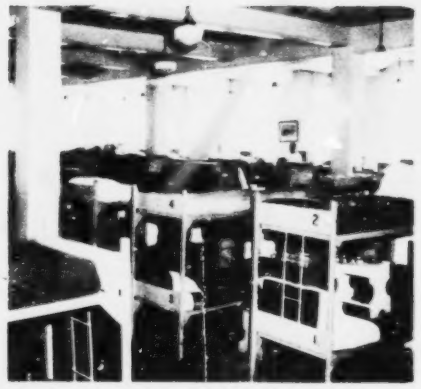
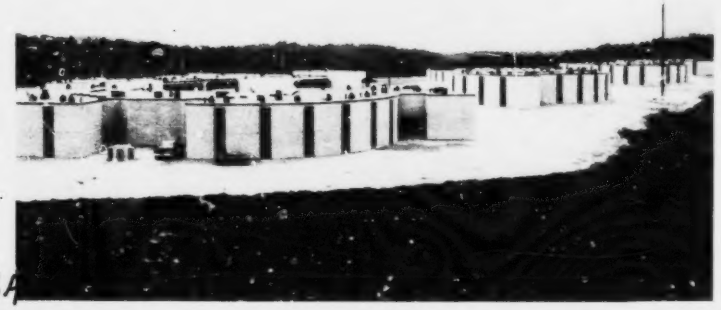
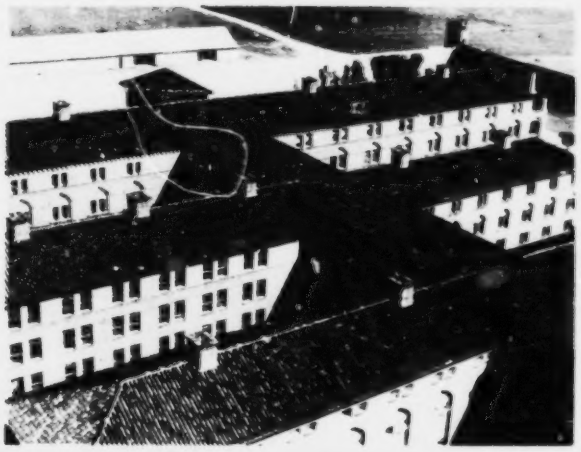
1980

Fifty Years of Service 1930-1980







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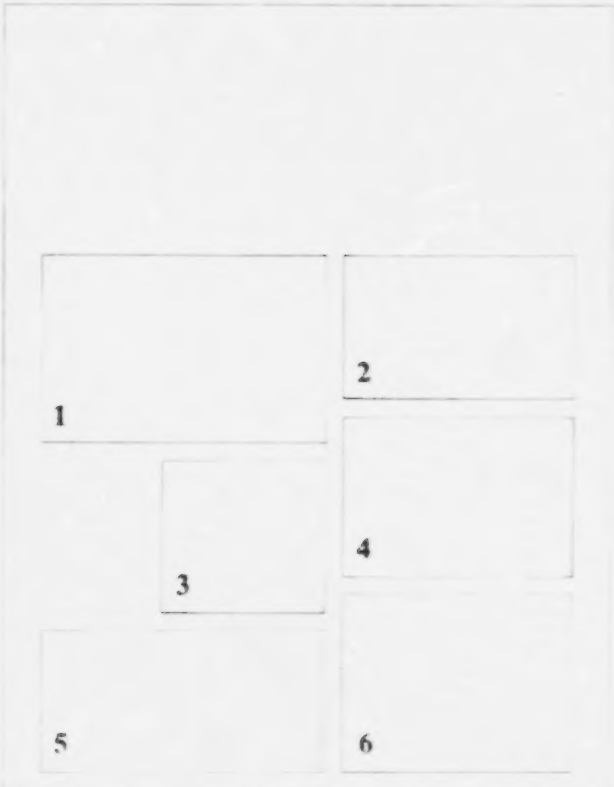

On the cover:

1. Interior view of FCI at Raybrook.
2. Federal Prison System Leadership, 1930-1945. Directors (l. to r., top): Sanford Bates (1930-1937), James V. Bennett (1937-1964), Myrl E. Alexander (1964-1973), Norman A. Carlson (1970-Present).
3. Double bunking due to overcrowding, Ft Worth (1990).
4. Chillicothe Correctional Officers Training Class.
5. Exterior view of FCI at Raybrook.
6. Exterior view of USP at Lewisburg.

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U.S. Department of Justice

Federal Prison System

1980 Report

Norman A. Carlson
DIRECTOR

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Early History

Before the Bureau of Prisons was established in 1930, there were only seven Federal prisons, less than one-sixth of the number of institutions in the Federal Prison System today.

The seven original prisons were all funded separately by Congress and operated under policies and regulations established individually by the wardens. The Federal Government had over 12,000 offenders in these institutions and an equal number in State and local facilities.

All prisons of that era, Federal as well as State, were little more than human warehouses. They were badly overcrowded, some containing double the population they were built for. Inmates often slept in basements, corridors and makeshift dormitories.

The prevailing philosophy, duly carried out by correctional administrators, was that offenders were sent to prison to be punished for their crimes. Security and discipline were the paramount considerations and were maintained through a system of rigid rules that governed all aspects of an inmate's conduct. Breaking a rule brought swift, frequently harsh and arbitrary punishment.

As might be expected, time hung heavy for offenders in those days. Food, one of the most important concerns to an inmate, was monotonous, sometimes consisting of only a single dish. Invariably it was served from buckets. After the evening meal, inmates were locked in their cells for the night.

Bathing was a once-a-week affair, with long lines of inmates waiting their turn at the showers. Recreation was limited to weekends and highlighted by the traditional ball game.

Inmates found it extremely difficult to maintain family ties. They could write few letters and rarely were allowed visits from their families. Institutions were remote from population centers, imposing a further hardship on families seeking to visit.

Rehabilitation was a correctional concept whose time had not yet come. Little or no thought was given to education or vocational training. For self-improvement, inmates could turn to a ragged collection of library books.

Federal prison personnel numbered about 650 in the late 1920's, entirely too few to staff the institutions adequately. On the job, employees' lives, like those of the inmates, were austere and regimented. Pay was low, vacations were unheard of, and training was nonexistent.

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The Federal Bureau of Prisons is Established

In 1929, a Congressional Committee was established to study conditions in Federal prisons.

In the same year, a correctional study group chosen to develop the Federal Prison System outlined a penal philosophy providing practical steps to improve the national prisons.

This philosophy recognized that the chief mission of prisons was to protect the public, but that protection could be best achieved by rehabilitation of inmates, almost all of whom would eventually be released from custody and returned to the community.

Based on the recommendations of the Congressional Committee and the correctional study group, legislation was proposed which resulted in an Act of Congress, signed by President Hoover on May 14, 1930. This legislation established the Bureau of Prisons and directed it to develop an integrated system of institutions to provide custody and treatment based on the individual needs of offenders.

Congress gave vigorous support to the new agency. Subsequent legislation approved open camps, the construction of new facilities, and a program of diversified industrial employment within the institutions. An independent three-man Board of Parole also was established, replacing the old system of institution boards.

The young Bureau moved rapidly in planning and constructing the new institutions, improving existing facilities and living conditions, and upgrading and training personnel. As the Bureau grew, so did its goals of developing into a professional, effective service.

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Federal Prisons Today

The Federal Bureau of Prisons is responsible for carrying out the judgments of the Federal courts and provides offenders with opportunities for self-improvement through education, vocational training, counseling and a variety of other programs. Highlights for Fiscal Year 1980, the Bureau's 50th Anniversary year, include:

- — Eight more Federal facilities were accredited, assuring high standards of professionalism in operations and programs.
- — Overcrowding was further reduced, and two new institutions opened.
- — Two of the oldest and largest institutions, marked for closing, were reduced in size and plans were made for reducing a third.
- — Inmates' work and training opportunities were expanded and improved, as were medical services and programs for female offenders.
- — Minority and female employment continued to climb for the ninth straight year.

Professional Standards

To assure that correctional programs and operations are carried out in a humane and professional fashion, eight more Federal Prison System institutions were accreditied by the Commission on Accreditation for Corrections during Fiscal Year 1980. That brings to 12 the number of facilities accredited, and by the end of the year 11 others were in the accreditation process.

Accredited to date are the U. S. Penitentiary at Terre Haute, Ind.; the Federal Correctional Institutions at Memphis, Tenn.; Texarkana, Tex., and Lompoc, Calif.; the Federal Prison Camp at Allenwood, Pa.; and seven Federal Community Treatment Centers. All Federal correctional facilities will be accredited by 1984.

Standards of Conduct

The Bureau's Office of Inspections was formally established in March, 1979. This office, contained within the Director's office, is responsible for overseeing the Bureau's efforts to assure the highest standards of professional conduct, honesty and managerial competence. Inspectors work with the Federal Bureau of Investigation and other agencies to review allegations of fraud and professional misconduct, and participate in program reviews, audits and inspections of institutions to insure that program standards and guidelines are consistently applied.

Inmate Population

The number of incarcerated offenders was 24,268 at year's end, down from 24,810 at the close of 1979. The decline was attributable to fewer commitments by the courts, resulting from a change in Department of Justice investigatory and prosecution policies. With greater emphasis being placed on public corruption and white collar crimes, and on drug offenders and organized crime, many individuals who formerly were prosecuted in Federal courts have been diverted to state and local prosecution. Another factor contributing to the decline has been expanded use of community treatment centers. As a result overcrowding in most institutions was significantly reduced.

During 1980, new institutions were opened at Otisville and Ray Brook, both in the State of New York. A satellite camp was opened in late 1980 at the Federal Correctional Institution in El Reno, Oklahoma.

New housing units were completed at the Federal Correctional Institution at La Tuna, Texas, and the U. S. Penitentiary at Leavenworth, Kansas. The Federal Prison System now includes 43 institutions and nine community treatment centers.

Community Programs

Helping to keep institution population down is the Bureau's use of community facilities. During 1980, nearly half of all offenders discharged were released through Federal and contract community treatment centers. Some 9,000 inmates participated in community treatment center and halfway house programs during the year, and at the end of the year there were more than 2,400 offenders in these community facilities. The average length of stay was over three months.

The objective of community-based programs is to ease the transition of inmates back into the community.

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These programs include community treatment centers and furloughs.

The Federal Prison System operated nine community treatment centers in major metropolitan areas. In addition, at the end of the year, the Bureau had contracts with 400 halfway houses operated by state, local or private agencies. The centers provide extensive pre-release services for selected offenders during the last three or four months of their sentences.

Centers are also used for those offenders serving short sentences, for unsentenced offenders participating in the

ABOVE AND RIGHT:

The new Federal Correctional Institution at Otisville, New York was completed and dedicated in 1980. Photo courtesy of the *Middletown Times Herald Record*.

Energy for the Federal Correctional Institution at Bastrop, Texas, is partially provided by solar energy (see dark panels in photo).

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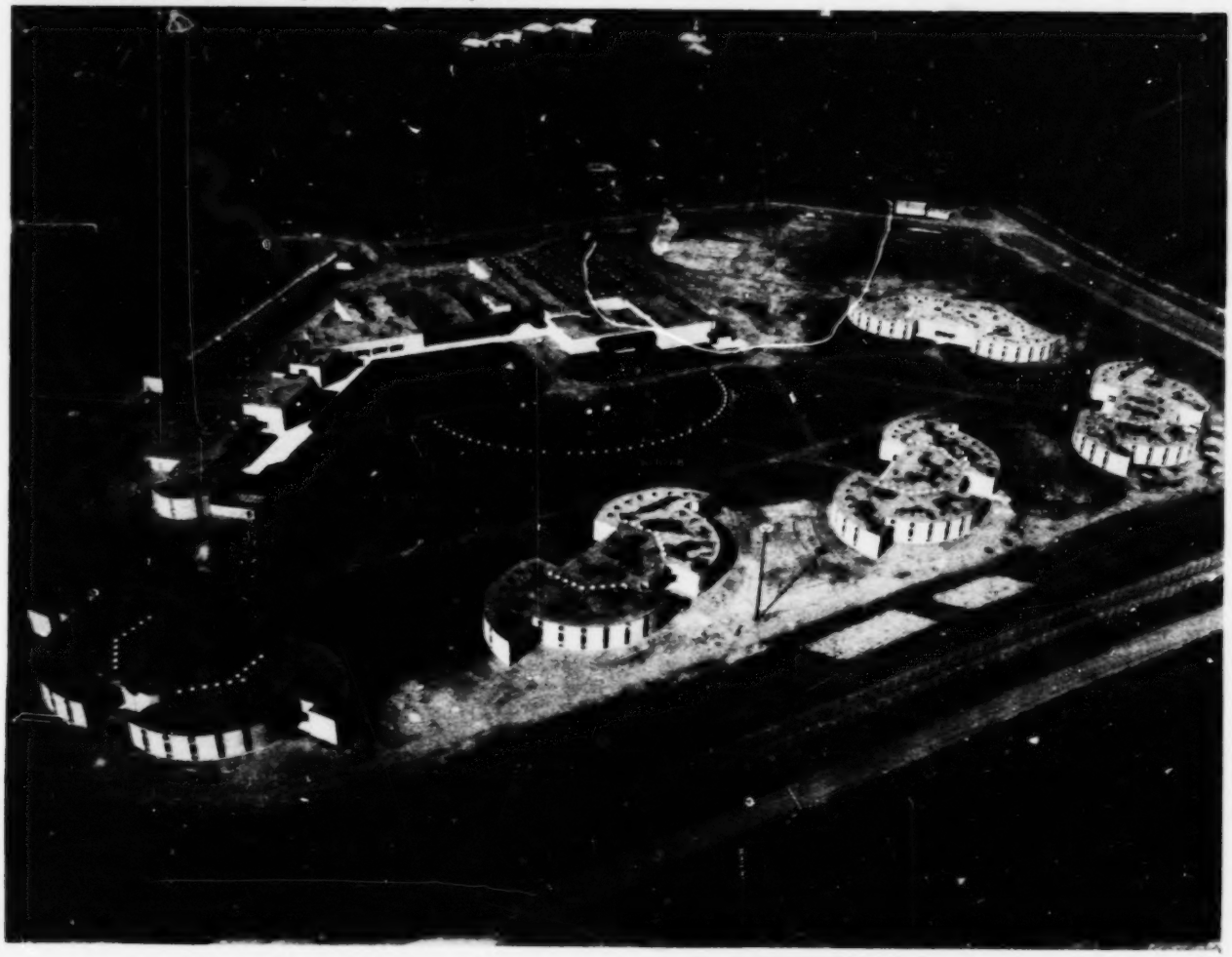
Pre-Trial Services Program and for others under community supervision who need guidance and supportive services offered at centers. Staff give offenders assistance in re-establishing community ties, obtaining jobs, furthering their education, and resolving personal problems.

In addition to the short-term community services listed above, all persons adjudicated under the Juvenile Justice and Delinquency Prevention Act are housed in non-Federal, local and state juvenile facilities as well as in such facilities as private group or foster homes.

Prison Industries

To keep offenders constructively employed, Federal Prison Industries (UNICOR), a self sustaining corporation established by Congress in 1934, had 82 industrial operations in 39 locations during FY 1980. Inmates earn up to 85 cents an hour producing goods and services solely for U.S. government agencies. Though the inmate population continued to decline, inmate employment in industries leveled off at approximately 6,000. System-wide emphasis on the industrial program resulted in a

The new Federal Correctional Institution at Ray Brook, New York, was opened in 1980.



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slightly higher percentage of the inmate population being made available for industrial employment.

Sales in 1980 exceeded $116 million compared to $103 million for 1979. Inmate wages amount to $7.7 million. Payment to other inmates in the form of meritorious service awards amounted to about $3 million. The corporation also funded $3 million for vocational training programs for Federal offenders, including apprenticeship training.

During 1980, Federal Prison Industries relocated four factories as a result of the planned closing of the penitentiary at McNeil Island, Washington. Talladega, Alabama received the furniture factory; Memphis, Tennessee now operates the electronic equipment factory; Big Spring, Texas has the electronic cable factory; and Boron, California received the alternator generator shop. Also, the canvas factory was relocated from the penitentiary at Atlanta, Georgia to Petersburg, Virginia in anticipation of the closing of Atlanta.

Female Offenders

The Bureau during 1980 has acted to remedy some of the program weaknesses for female inmates described by the Task Force on Female Offenders established in 1979. The Federal Correctional Institutions at Lexington, Kentucky, and Terminal Island, California, now serve as female medical referral centers. Lexington during 1980 established a psychiatric unit which treats women with acute mental and emotional problems. Additionally, a health education program is being planned that will improve women's understanding of health care issues and help them make better use of health care services available both at the institution and upon release.

With the help of the U.S. Department of Labor's Bureau of Apprenticeship and Training and its Women's Bureau, accredited apprenticeship programs for women have been started in such non-traditional vocations as auto mechanics, electricians, plumbers, painters, and bricklayers. The four institutions housing female offenders now offer 44 apprenticeship programs in 25 different trades, the majority of which are normally reserved for males.

Drug abuse units exist in all four institutions for women and counseling and therapy are provided. All institutions have visiting programs, and to make the most of what time incarcerated women can spend with their children, family counseling programs help inmates deal with the effect of separation on both the mother and the child. Structured learning programs have been created for the children, and the Bureau helps mothers work with social agencies that can provide their children with any assistance for which they are eligible.

The Bureau has established an office in Washington to monitor programs for women and help insure that their needs are met.

Health Care

The Bureau provides health care for Federal offenders through its own health care facilities and personnel and those available in the various nearby communities. During 1980, 24-hour medical staff coverage has been established in six more institutions making 23 in all, and plans are to have this coverage for the remaining appropriate institutions in 1982.

Major changes have taken place at the Medical Center for Federal Prisoners at Springfield, Missouri. One hundred trained professionals have been added, including physicians, psychiatrists, and nurses. The Medical Center functions as a modern hospital and Federal inmates are transferred there to receive intensive medical, surgical and psychiatric attention that other institutions cannot provide. A psychiatric in-patient service is maintained at the Medical Center. The Federal Correctional Institution at Butner, North Carolina, also offers intensive psychiatric service.

To meet the increasing needs of female offenders the Bureau established a psychiatric unit for females at Lexington (see above) and the hospital at the Terminal Island institution has been up-graded and designated as a medical referral center for males and females in the Western part of the country, including psychiatric care for male inmates.

Health care facilities in each Federal prison vary in size from small dispensaries to accredited hospitals, manned by 674 professional, technical and support staff, including 77 physicians. Their efforts are supplemented by 600 local consultants. Dental care needs are met by 49 dental officers. Currently in its 43 major institutions, the

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Bureau employs 20 full-time psychiatrists and 110 full-time psychologists, and with the exception of some minimum security prison camps (all of which have a part-time psychologist), all facilities have at least one full-time psychologist and either a full-time or contract psychiatrist.

Equal Employment Opportunity

Since 1971, 27 percent of all new Bureau of Prisons hires have come from minority groups. The level of minority employees was 22 percent at the end of 1980 compared to 20 percent in 1979, and 6 percent in 1970. Minorities now account for 28 percent of the Correctional Officer force as compared to 8 percent in 1971.

Women now represent 19 percent of all Bureau of Prisons employees compared to 17 percent in 1979 and 10 percent in 1970. Female correctional officers are employed in all institutions, with the exception of the maximum security penitentiaries.

The Bureau has a full time Equal Employment Opportunity (EEO) Specialist in each of the five regions. The Central Office has one full time EEO Complaint Officer and two full time EEO Program Specialists. There are four special emphasis programs: Black Affairs, Hispanic, Asian-Indian, and Federal Women. The Federal Prison System operates an extensive recruitment program at all colleges that have a predominantly minority student population.

The Bureau of Prisons is a career organization. A majority of new employees enter on duty as Correctional Officers. Approximately a third of these individuals have Bachelor's degrees or higher and almost 70 percent have some college education. Almost all professional, supervisory and managerial positions are filled internally through competitive merit promotion procedures. Wardens have been promoted through the ranks from every institutional occupation.

In order to maintain the young and vigorous work force which is needed for this type of work, Congress passed Public Law 93-350, which permits the Attorney General to require that new prison employees be less than 35 years of age when they are appointed. Retirement is mandatory at age 55 with 20 years of service.

Automated Inmate Information

SENTRY is an automated inmate information system which provides a common data base of operational information for the U.S. Marshals Service, the U.S. Parole Commission and the Federal Prison System. During 1980, significant progress was made towards loading the entire Bureau inmate population onto SENTRY. All institutions and Community Treatment Centers have at least a single SENTRY terminal to record all admissions and releases. SENTRY can now provide locator information on all inmates housed in Bureau facilities. In addition to the single terminal sites, there are now 12 multi-terminal locations.

During 1981, SENTRY will be improved to keep track of Central Monitoring Cases, to implement a new property management system, and to expand sentence monitoring.

Assisting Other Agencies

During Fiscal 1980, the Bureau of Prisons helped the Immigration and Naturalization Service to deal with a large number of refugees. Nearly 12,000 Haitians, Cubans and other refugees were held temporarily at the Federal Correctional Institution at Miami until they could undergo physical examinations and be processed by INS. The Bureau also accommodated more than 1,700 Cuban detainees suspected of criminal activity in Cuba who were held in 14 institutions awaiting INS exclusionary hearings.

During February, the Bureau assisted the State of New Mexico, following the riot at the State's Santa Fe Penitentiary, by accepting more than 350 inmates whom the disturbance had left without adequate housing. In July, the Bureau accepted more than 100 inmates from the State of Idaho following a disturbance at the State Correctional Institution at Boise which resulted in major damage to five cell houses. The Bureau also accepted from the District of Columbia 192 Iranians arrested following a demonstration in Washington.

Cooperation with Canada

During the Bureau's celebration of its 50th anniversary in May at Springfield, Missouri, a Memorandum of

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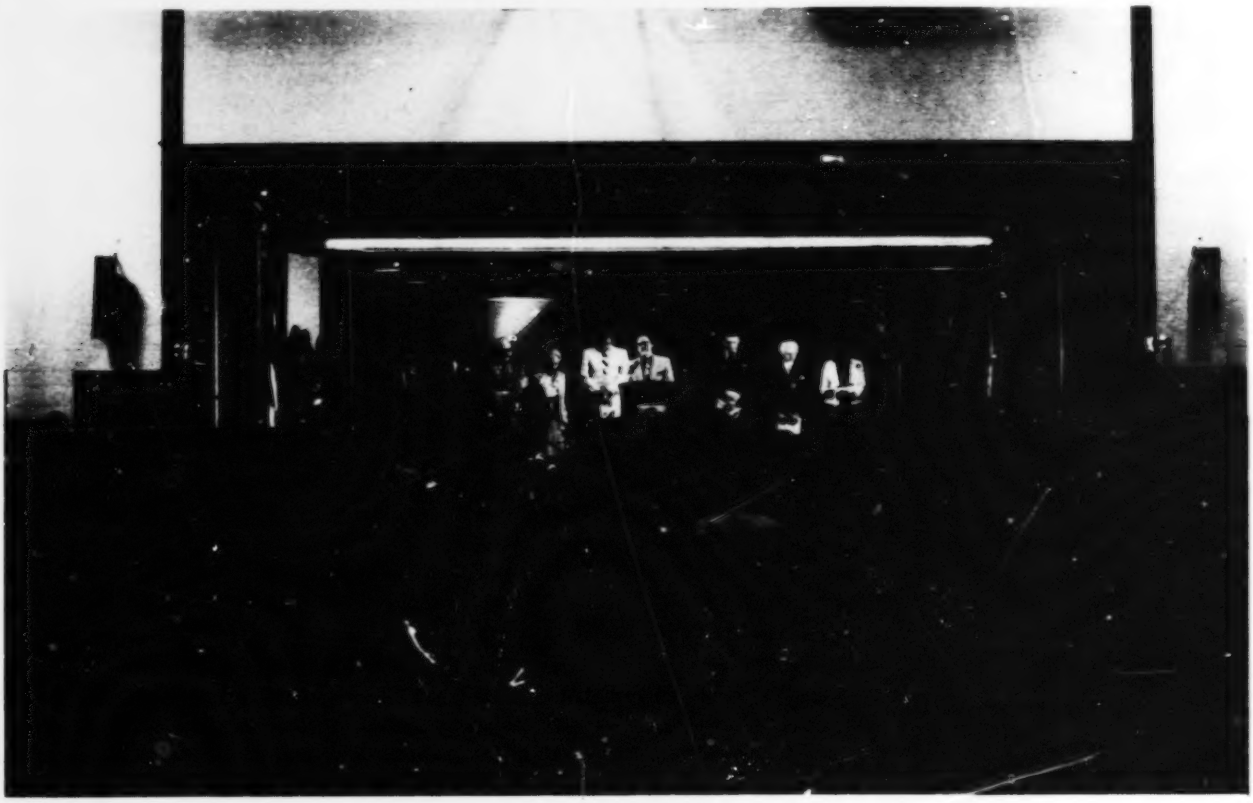

A full house of U.S. and Canadian prison officials was present for the 50th Anniversary Celebration of the Federal Bureau of Prisons in May at the U.S. Medical Center for Federal Prisoners at Springfield, Missouri.

Understanding was signed by the Director and by the Commissioner of the Correctional Services of Canada. The agreement provides for cooperation between the two agencies for improved correctional practices, exchange of staff and information, development of joint research and study programs, a joint steering committee and annual meetings. A Planning Group of top officials from each correctional service was named to implement the agreement, and the heads of the two systems will alternate as chairman.

Prisoner Transfer

In December, 1977, the Federal Prison System began implementing the prisoner exchange treaty with Mexico. In 1978 similar treaties went into effect with Canada and Bolivia. During the past year, two more countries—Panama and Peru—entered into similar treaties with the United States.

A total of 496 Americans incarcerated in Mexico have been returned to the U. S. to finish serving their sentences, and 247 Mexican nationals have been transferred to prisons in Mexico. The first Canadian-American exchange took place in October, 1978, and thus far 68 Americans and 57 Canadians have been returned to their own countries. Fourteen Americans have been returned from Bolivia, and four Bolivians have been returned to their country. In the first exchange with Panama, 12 elected not to transfer to Panama and therefore were brought from Panama to prisons in the United States.

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This exhibit commemorating the 50th anniversary of the Federal Prison System was on display at the Department of Justice in Washington, D.C. during the spring of 1980.

No Panamanian incarcerated in the United States has yet been transferred to Panama. The first exchange with Peru took place Nov. 14, 1980 when two Americans were received at the Federal Correctional Institution at Miami.

Prisoners are transferred on a voluntary basis, and the transfers are subject to conditions worked out in separate treaties between the U.S. and the country involved. Further transfers will take place on a routine basis in the years ahead, and the U.S. is expected to enter into similar treaties with several other nations.

Staff Training

In 1980, the Bureau of Prisons provided more staff training than ever before in its history. Bureau employees received a total of 561,729 hours of training, an increase of more than 20 percent over the previous year's levels and nearly all bureau employees received some training.

The training of Bureau of Prisons staff is carried out at four training centers and on-site at each of the institutions. There are training centers at Denver and Atlanta, a Management and Specialty Training Center at Dallas, and a Food Service Training Center at Oxford, Wisconsin. Each institution has a fully developed in-house training program under the direction of a Training Coordinator.

All new employees are required to undergo four weeks of formal training during their first three months in the Bureau. The first portion of that training, an 80-hour

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course which was totally revised during 1980, is titled "Institution Familiarization" and it is taught at each local institution. The two week, or second phase of basic training, is titled "Introduction to Correctional Techniques" and is taught at Atlanta and Denver. In addition, each new employee is given 40 hours of interpersonal communications training at his/her home institution within three years of appointment.

Each experienced employee receives a minimum of 40 hours of training every year of his/her employment. Of this, 24 hours are annual correctional training and the remaining 16 hours are in the employee's job specialty. In addition, there are a variety of specialized courses in finanacial management, equal opportunity counseling, correctional supervision, unit management, facilities management, hospital administrative management, case management, cooking and baking, industrial operations, locksmithing, bus operations, etc.

During 1980, a 40-hour training course was developed by the Bureau for first-line supervisors. In 1981, instructors will be trained to conduct this training and the course materials will be distributed to all institutions for continuing use as new supervisors are appointed.

A correctional executive's course was implemented and more than 100 managers were trained in management practice and theory. In future years, this course will be extended to cover all management level employees.

The Bureau implemented its Senior Executive Service program during the year. SES candidates were identified and individual development plans were written for both candidates and incumbents. These employees will receive training in varied management subjects to assure their continuing development as executives. A major undertaking during the coming year will be the development of a whole range of industrial and job specialty courses for employees of Federal Prison Industries, Inc.

The Oxford Food Service Training Center developed a complete set of new materials for its basic course in cooking and baking and in Food Service Management. Plans are underway to develop additional course materials at the center for use by institution food service managers in the future training of their staffs.

The Bureau's instructor certification program was fully implemented and instructor training was provided for all institutions in self-defense, firearms use, disturbance control, and interpersonal communications.

Future plans include the development of training materials and courses in the following areas: management of law libraries, community services operations, accounting skills, orientation for volunteers, property management, and language and writing skills. Emphasis will be placed on improved job performance and interpersonal skills.

Education and Training

The Bureau of Prisons provides both academic and occupational training programs to prepare inmates for employment on release. Although enrollment is voluntary, program options are extensive, ranging from adult basic education through college courses. Occupational training programs include accredited vocational training and apprenticeship programs, as well as pre-vocational and world-of-work courses and work and study release.

In addition, social education programs have been designed to enhance the inmates' self-esteem and their ability to live in the community. Such courses include parenting, human relations and personal financial management. Constructive use of leisure time is also encouraged through athletic activities, self-help groups and hobby crafts.

To operate these programs in 41 institutions, the Congress and Federal Prison Industries appropriated $16.8 million for Fiscal Year 1980. Staffed by 535 employees, the education program has been designed to meet the academic, occupational training and personal growth needs of inmates.

During 1980, there were 44,814 enrollments in academic and occupational training programs. Of these, 23,258 or 52 percent were completed during the year, while 11,431 or 25 percent were still active at the close of the year. Thus the combined completion and retention rate was 77 percent. Also, 181 inmates received college degrees.

Inmates also participated in a variety of social education and leisure activities. During the course of the year, there were 16,125 enrollments in social education programs with a 75 percent completion rate, a 17 percent still active rate and a 7 percent withdrawal rate.

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Enrollments in leisure activities reached 16,142 during the fiscal year. Of these, there were 10,173 or 63 percent completions, while there were 4,188 or 26 percent enrollments at year end.

The Bureau's occupational training program includes on-the-job training, vocational education and approved apprenticeship programs. Cooperative efforts with the U.S. Department of Labor Women's Bureau and the Bureau of Apprenticeship and Training have continued with the result that the number of certified apprenticeship programs has increased.

At the close of the fiscal year, 30 institutions had 201 trade training units in 75 trade classifications registered by the Bureau of Apprenticeship and Training compared to 173 programs in 64 trades at 25 institutions in Fiscal Year 1979. During 1980, 733 inmates enrolled in apprenticeship programs, with 291 completions and 273 still enrolled at the close of the year.

Library services provide inmates with current information of a general and legal nature. Since 1977, the types of legal publications have been augmented to meet the requirements of the Supreme Court decision of **Bounds v. Smith**. During the year, $120,000 was allocated for the purchase of legal publications.

Designations and Classification

The Bureau of Prison's new security designation and custody classification system has been in effect for 18 months. Variables such as outstanding detainers, the severity of the offense, history of escapes or violence, the expected length of incarceration and the type of prior commitments are used to determine an inmate's security level. This system also eliminates traditional correctional terms such as "minimum and medium security institutions" and groups institutions into six security levels. An institution's security level is based upon the type of perimeter security, the number of towers, external patrols, detection devices, the security of housing areas, the type of living quarters, and the level of staffing. Institutions labeled "security level 1" provide the least restrictive environment and "security level 6" institutions are the most secure.

Once inmates are committed, their custody is established by their unit teams. Four custody classifications identify the level of supervision each inmate needs and the categories are designed to assign inmates to the lowest custody level possible. The four custody groups, Maximum, In, Out, and Community, allow staff to consider an inmate's program participation based upon the offender's demonstrated level of responsibility and danger to society rather than by the length of sentence.

The system, designed to place offenders in the least restrictive institution possible that is closest to their homes, has proven effective. Initial data reveals that approximately 50 percent of new commitments can be confined in security level 1 institutions. This means that more inmates can be moved into "open" institutions, such as prison camps, which reduces overcrowding and makes the higher security level institutions more humane. This system also keeps the inmate population in better balance, decreases the number of inmate transfers, and aids the Bureau of Prisons in making better use of available resources.

Chaplaincy Services

All inmates are afforded oppportunities for pursuing their individual religious beliefs and practices. The Bureau's 66 full-time staff chaplains are assisted by outside clergy working under contract and by more than 4,000 community volunteers.

Chaplaincy Services personnel are available to provide pastoral care, counseling, religious education, and religious instruction; to conduct worship services, facilitate the observance of religious holidays and diets, and coordinate chapel activities and programs which offer a wide variety of religious resources to inmates.

Consistent with the goal of inmate integration with the outside community, the Chaplaincy Department sponsors community-based religious activities which include furloughs and day trips for seminars, retreats, workshops, religious education courses, prayer meetings, religious holiday observances, and special worship experiences. Conversely, numerous religious community groups regularly participate in chaplaincy sponsored activities within the institutions.

Research

The Bureau's Office of Research in 1980 completed a

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study that indicated inmates in the Federal Prison system are relatively free from sexual exploitation by other inmates. The study also showed that from 12 to 15 percent of Federal inmates participate at one time or another in homosexual activity, a rate lower than estimates from other research.

A study on employee attitudes showed that Bureau staff morale is high, and a great majority of employees are satisfied both with their job responsibilities and with the organization as a whole.

Resources

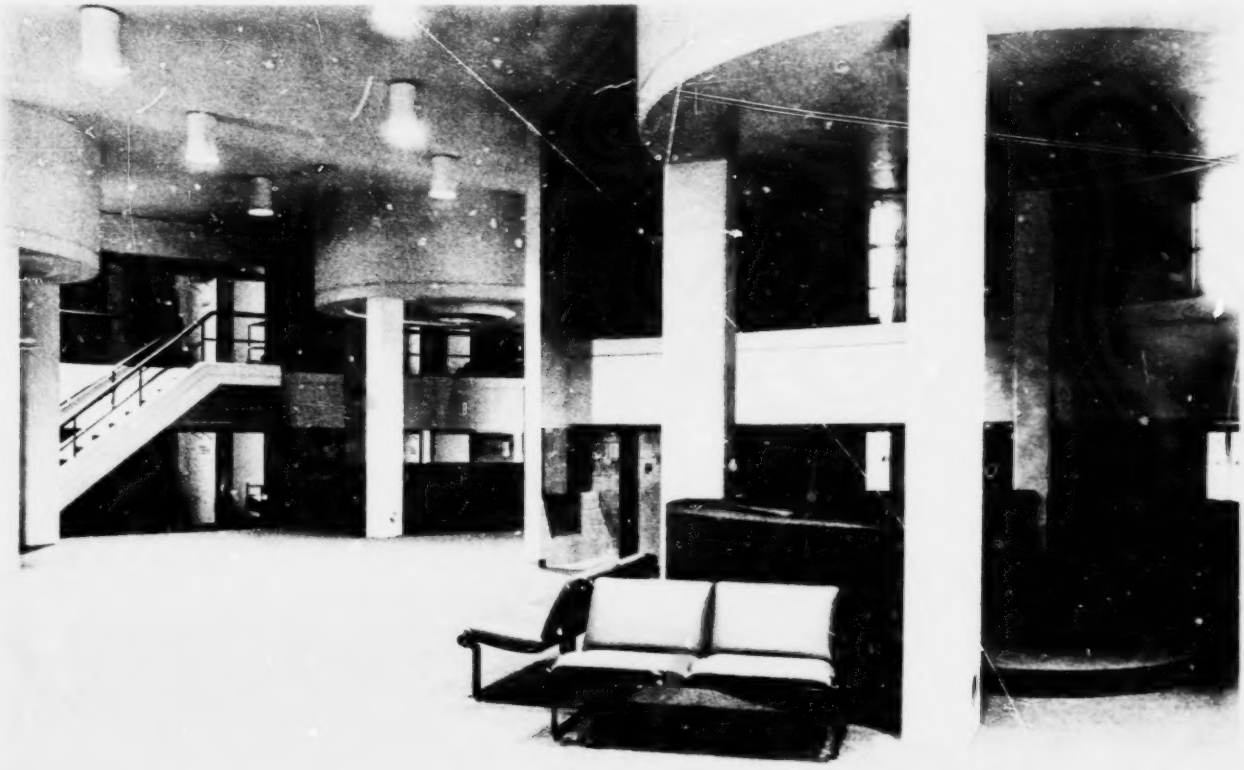
Bureau appropriations for FY 1980 totaled $333,244,000 and there were 10,391 authorized positions. Anticipated appropriations for 1981 are $351,435,000 and 10,166 positions.

Approximately $500,000 worth of energy saving improvements to facilities were completed during the year. These improvements, coupled with a staff awareness program, resulted in a significant reduction of energy use.

Organization and Administration

The Federal Prison System is a career service and a majority of new employees enter on duty as Correctional Officers. Administration is carried out by four divisions located in Washington and five regional offices. The four divisions, each headed by an Assistant Director, are

Opened in September of 1980, FCI at Ray Brook has a level 3 security level designation.



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Correctional Programs, Planning and Development, Medical and Services, and Federal Prison Industries, Inc. (UNICOR).

The five regions have headquarters in Atlanta, Burlingame (near San Francisco), Dallas, Kansas City and Philadelphia, and each is headed by a Regional Director.

Future Plans

During 1980, the Bureau continued with its plans to close the McNeil Island and Atlanta penitentiaries. McNeil Island was reduced to essentially a small detention operation with some space used temporarily for the custody of Cuban immigrants. It is anticipated McNeil Island will be fully closed this coming year. The phase-down of Atlanta began in 1980, with the planned closing scheduled in 1984.

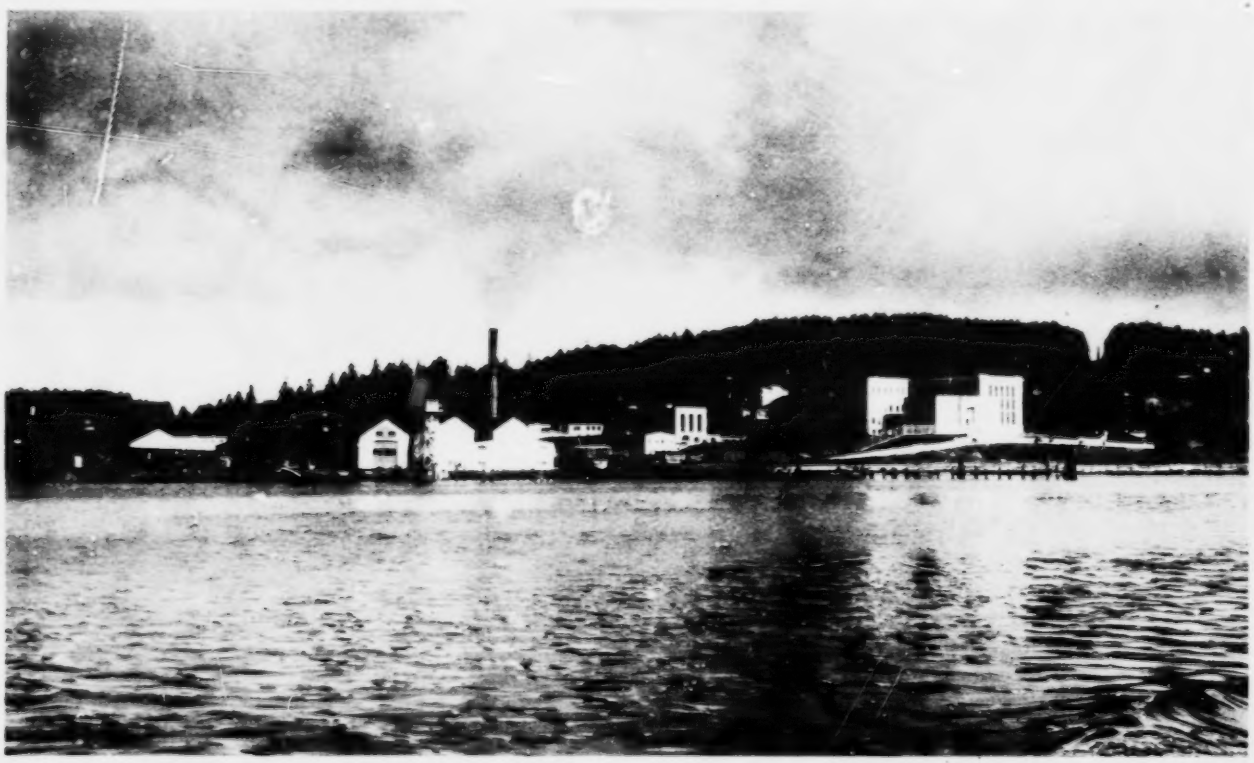
Future plans also call for the reduction of the size of the Leavenworth Penitentiary. Housing quarters will be completely renovated to meet current standards. Completion is scheduled for 1985.

The El Reno Satellite Camp is scheduled to open late in 1980. Construction is under way for additional satellite camps at Danbury, Connecticut, and Texarkana, Texas. New housing units are also under construction in Sandstone, Minnesota, and La Tuna, Texas. A new Federal Detention Center is under construction in Tucson, Arizona, and a new Federal Correctional Institution is planned for Phoenix, Arizona.

National Institute of Corrections

Attached administratively to the Bureau of Prisons, the National Institute of Corrections, created in 1974 to

The phase-down of the facilities at McNeil Island continued during 1980 and it was reduced to a small detention operation.



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assist state and local corrections, is governed by a non-partisan 16-member Advisory Board, and is administered by a Director appointed by the Attorney General.

During 1980, NIC made 222 awards totalling $10,181,034 to state and local correctional agencies, organizations and individuals. The grants were for training and staff development, technical assistance projects, research and evaluation, policy formulation and clearinghouse activities.

NIC provided technical assistance in response to 656 requests by state and local correctional agencies in all 50 states for staff training and development, improving jail operations and prisons, upgrading probation and parole, and similar requests.

Its clearinghouse, established in 1979, was shifted to Boulder, Colorado, named the National Information Center and expanded to include probation, parole, prisons, and community program information. Nearly 7,200 individuals and organizations were served by the clearinghouse in 1980 compared to 1,000 the year before.

During the year, more than 2,000 correctional managers and employees were given in-depth training in specific areas of need. Because agency trainers can effectively multiply the benefits of training, 160 trainers and managers of staff training programs were accommodated in training specific to their needs during the year.

The Institute's Jail Center at Boulder continued to develop as a national source of assistance to state and local jails. The Institute's efforts enabled 12 states to develop or revise jail standards, eight states to implement standards and nine states to develop strategies to serve jails.

The Jail Center conducted eight management training programs for 250 sheriffs and administrators, trained 170 participants from 37 communities to plan a new jail, and trained 80 more on opening a new institution. Special seminars were also held on such topics as mental health in jails, classification and intake services, and developing state jail capacity.

Six more jails—bringing the total to 12—were funded in 1980 to serve as extensions of the NIC Jail Center in providing training, technical assistance and information to jailers. The six were funded by money made available by the Law Enforcement Assistance Administration. These jail area resource centers responded to 150 requests for technical assistance from jailers during 1980.

NIC's Correctional Services Division helped 19 prison systems and 54 probation agencies to improve their classification systems or caseload managment during the year. It responded to 120 requests for technical assistance, and undertook a number of projects to help state and local corrections to comply with judicial decrees and develop alternatives to litigation. In addition, the Division sponsored workshops to familiarize corrections staff with benefits available to incarcerated veterans, a national symposium on parole, seminars for state legislators on alternatives to new prison construction, and seminars on the mentally retarded offender, probation classification, current trends in sentencing and parole reform, and community corrections.

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U.S. Department of Justice
Bureau of Prisons
Washington, D.C. 20534

SOUTH CENTRAL REGION	FTS	SWITCHBOARD		
Regional Office, Dallas, Texas 75201:				
1607 Main, Suite 700	729-0012	214/767-0012	Reg. Director	Charles I. Benson
FCI, Bastrop, Texas 78602		512/321-3903	Warden	M.C. "Neil" Lennon
FPC, Big Spring, Texas 79720	738-9000	915/263-8304	Superintendent	John W. Allman
FCI, El Reno, Oklahoma 73036	743-1501	405/262-4875	Warden	T.C. Martin
FCI, Fort Worth, Texas 76119	738-4011	817/535-2111	Warden	Dudley Blevins, Jr.
FCI, La Tuna, Texas 88021	572-7682	915/886-3422	Warden	Floyd E. Arnold
FPC, Seagoville, Texas 75159	729-8471	214/767-8471	Warden	Kenneth A. McDannell
FCI, Texarkana, Texas 75501	731-3190	214/838-4587	Warden	**Samuel M. Hull**
SOUTHEAST REGION				
Regional Office, Atlanta, Ga. 30315				
523 McDonough Blvd., S.E.	242-3531	404/221-3531	Reg. Director	Gary R. McCune
FCI, Ashland, Kentucky 41101	924-5614	606/928-6414	Warden	**Robert Matthews**
USP, Atlanta, Georgia 30315	242-3803-6	404/622-6241	Warden	Jack A. Hanberry
FCI, Butner, North Carolina 27509				
Old N. Carolina Highway 75	629-5403-4	919/575-4541	Warden	Gilbert L. Ingram
FPC, Eglin Air Force Base, Florida 32542	949-8522	904/882-8522	Superintendent	Calvin Edwards
FCI, Lexington, Kentucky 40507	355-2581	606/255-6812	Warden	Robert Elsea
FPC, Maxwell Air Force Base	534-7578	205/293-2784	Superintendent	Roderick D. Brewer
Montgomery, Alabama 36112	534-7459			
FCI, Memphis, Tennessee 38134				
1101 John A. Denies Road	222-4172	901/372-2269	Warden	Jerry A. O'Brien
FCI, Miami, Florida 33177				
15801 S.W. 137th Avenue	350-4236	305/253-4400	Warden	Thomas F. Keohane, Jr.
FCI, Talladega, Alabama 35160	222-1011	205/362-0410	Warden	Robert J. Verdeyen
FCI, Tallahassee, Florida 32304	946-4243	904/878-2173	Warden	Joseph B. Bogan
NORTH CENTRAL REGION				
Regional Office, Kansas City, Mo. 64513:				
Airworld Center, 10920 Ambassador Drive	752-1360	816/891-7007	Reg. Director	James D. Henderson
MCC, Chicago, Illinois 60605				
71 W. Van Buren Street	353-6819	312/353-6819	Warden	Dennis M. Luther
USP, Leavenworth, Kansas 66048	758-5901	913/682-8700	Warden	George C. Wilkinson
USP, Marion, Illinois 62959	271-0306	618/964-1441	Warden	Harold G. Miller
FCI, Milan, Michigan 48160	378-2353	313/439-1571	Warden	John R. Johnson
FCI, Oxford, Wisconsin 53952	364-2611	608/584-5511	Warden	Larry D. Kerr
FCI, Sandstone, Minnesota 55072	781-7400	612/245-2262	Warden	Marion R. Lacy
USMCFP, Springfield, Mo. 65802	754-2751	417/862-7041	Warden	George A. Ralston, Jr.
USP, Terre Haute, Indiana 47808	335-8391	812/238-1531	Warden	Raymond J. Lippman
NORTHEAST REGION				
Regional Office, Philadelphia, Pa. 19113:				
Scott Plaza, Industrial Highway	596-1871	215/596-1871	Reg. Director	Z. Stephen Grzegorek
FCI, Alderson, West Virginia 24910	924-1800	304/445-2901	Warden	Kenneth H. Neagle
FPC, Allenwood, Montgomery, Pa. 17752		717/547-1641	Superintendent	Tony R. Young
FCI, Danbury, Connecticut 06810	643-9444	203/746-2444	Warden	**Robert A. Gunnell**
USP, Lewisburg, Pennsylvania 17837	591-3800	717/523-1251	Warden	Joseph Petrovsky
FCI, Morgantown, West Va. 26505	923-7556	304/296-4416	Warden	Margaret C. Hambrick
MCC, New York, New York 10007	662-9130-9	212/791-9130-9	Warden	H. Dale Thomas, Jr.
150 Park Row				
FCI, Otisville, N.Y. 10963	883-5446	914/386-5855	Warden	J. Michael Quinlan
FCI, Petersburg, Virginia 23803	925-7102	804-733-7881	Warden	William L. Garrison
FCI, Ray Brook, New York 12977	832-6717	518/891-5400	Warden	George H. Rodgers

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WESTERN REGION	FTS	SWITCHBOARD		
Regional Office, Burlingame, Ca. 94010:				
330 Primrose Rd., 5th Floor		415-347-0721	Reg. Director	Ogis Fields
FPC, Boron, California 93516				
P.O. Box 500	791-1164	714/762-5161	Superintendent	Bill Story
FCI, Englewood, Colorado 80110	327-2881	303-985-1566	Warden	John T. Hadden
FDC, Florence, Arizona 85232		602-868-5863	Administrator	Lowell G. Kincaid
FCI, Lompoc, California 93438	960-6261	805/735-2771	Warden	Robert J. Christensen
FPC, McNeil Island, Steilacoom, Washington	391-8770	206/588-5281	Superintendent	D. D. Grey
FCI, Pleasanton, California 94568	461-9255	415/829-3522	Warden	Charles A. Turnbo
FPC, Safford, Arizona 85546	762-6336-8	602/428-6600	Superintendent	Enrique M. Lucero
MCC, San Diego, California 92101	891-4311	714/232-4311	Warden	Jerry T. Williford
FCI, Terminal Island, California 93516	791-1261	213/831-8961	Warden	Timothy M. Keohane
STAFF TRAINING CENTERS				
Atlanta, Georgia 30354:				
1307 Virginia Ave., B Bldg.	246-7470	404/768-2707	Director	Peter Nacci
Aurora, Colorado 80011:				
15400 E. 14th Pl., Suite 500	327-3486	303/337-3486	Director	Richard Seiter
Dallas, Texas 75219:				
3883 Turtle Creek Blvd.	729-0004	214/767-0004	Director	Dennis R. Hubbard
Food Service Training Center,				
c/o FCI, Oxford, Wisc. 53952	364-2671	608/584-5511, ext.218	Director	Joseph M. Aragon
COMMUNITY TREATMENT CENTERS				
Chicago, Illinois 60605:				
401 S. La Salle	886-5142	312/886-5142	Director	Robert H. Guzik
Dallas, Texas 75246:				
3401 Gaston Avenue	729-5248	214/767-5248	Director	Joe Schryver
Detroit, Michigan 48216:				
1950 Trumbull Avenue	226-7042	313/226-7042	Director	William Whited
*Detroit, Michigan 48201:				
The Milner Arms Apartments,				
40 Davenport, Apt. # 295	226-4810	313/226-4810		
Houston, Texas 77004:				
2320 LaBranch Avenue	527-4933	713/226-4934	Director	Dale A. Brown
Kansas City, Missouri 64106:				
404 E. 10th Street	758-3946	816/374-3946	Director	Michael Gilliland
Long Beach, California 90813:				
1720 Chestnut Avenue		213-432-2961	Director	Willie J. Thompson
Oakland, California 94610:				
205 MacArthur Blvd.	536-7231-2	415/273-7231	Director	Lin Brumley
Phoenix, Arizona 85003:				
850 N. 4th Avenue	261-4176	602/261-4176	Director	Richard L. Murray

FCI—Federal Correctional Institution
FDC—Federal Detention Center
FPC—Federal Prison Camp
*—Satelite Unit

MCC—Metropolitan Correctional Center
USMCFP—U.S. Medical Center for Federal Prisoners
USP—United States Penitentiary

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WESTERN REGION
Burlingame, California

NORTH CENTRAL REGION
Kansas City, Missouri

SOUTH CENTRAL REGION
Dallas, Texas

SOUTHEAST REGION
Atlanta, Georgia

NORTHEAST REGION
Philadelphia, Pennsylvania

FEDERAL PRISON SYSTEM FACILITIES

COMMUNITY PROGRAMS OFFICES

FACILITIES UNDER CONSTRUCTION

Federal Correctional System

* A camp is planned for the Northeast Region

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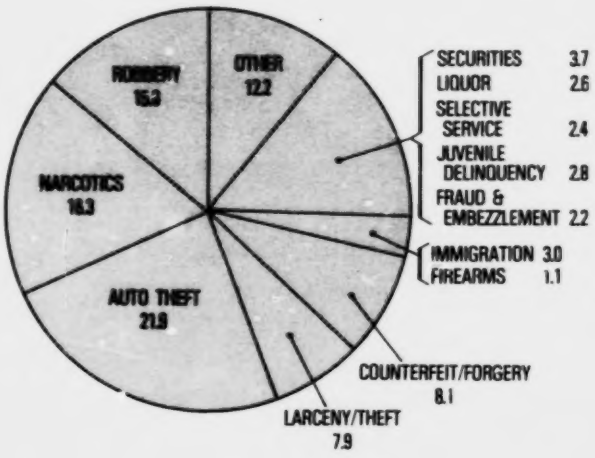
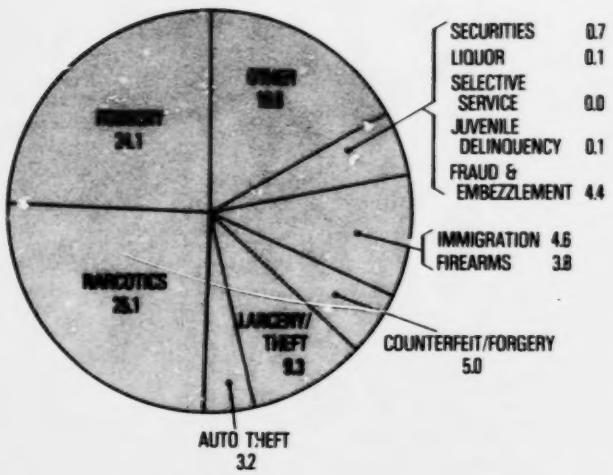


FY '70



FY '80

The Percentage of Population Confined to Institutions by Offense

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